

CIA PROGRESS REPORT

CONFIDENTIALCOPY NO. 2COPY: Annex 1 (Administration)
Part 2, Sections 1 & 2DRAFT: CBH Rewrite for DD/A Comment/Approval
10 December 1951

Prior to reorganization in October 1950, the intelligence offices of CIA (squirmed unhappily) under

Is this report a "sim novel thriller" a serious report.

the hand of the agency's administrative personnel.) Not

only were the agency's six key intelligence offices

leveled off on the same echelon with five administrative

support divisions, but all of them reported to the Direc-

This is not a statement of fact. Every AD has had direct access to the DCI.

tor through the same crowded door. Indeed, there was but

one channel to the Director's office and this was (guarded)

See above comment

by an Executive who performed as the Director's chief of

staff. Skilled in administration but unschooled in intelli-

gence, this Executive nevertheless (exercised policy control

This is not a true statement, and cannot be objectively substantiated.

over the operating divisions). (With administrators in the

saddle,) the intelligence chiefs felt themselves pre-empted

by the very offices that had been created simply to provide

them administrative support.

Little time was lost in reorganization in October 1950.

Exercising the powers granted him by law, the Director

immediately reordered the basic structure of the organization.

Not only did he redress the relationship that had developed

between intelligence and administrative officials, but he

likewise opened three separate corridors into the Director's

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office. For instead of attempting to direct the activities of eleven subordinate officials, he established an intermediary echelon to consist of three Deputies to the Director.

The first he designated the Deputy Director and to him he assigned responsibility for the six intelligence production offices that were soon to be established. This principal deputy, moreover, was to function both as chief executive to the Director and as stand-in in his absence.

The second he designated the Deputy Director (Plans). The functional half of that title does not mean what it implies. Instead it is a euphemism used in an effort to screen the fact that this Deputy was to be accountable for both covert intelligence collection offices as well as the tasks that fell to CIA in the conduct of "cold war."

The third he designated the Deputy Director (Administration). To him he assigned responsibility for the agency's administrative support.

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Thus the Director not only established distinct lines of command through three principal subordinate officials, but he separated the intelligence and administrative functions that the latter might no longer encroach upon the operating side of the house. Each Deputy was made individually responsible for the organization and staffing of those offices assigned him in reorganization. But the Deputy for Administration was given the added responsibility of administrative staffing within the areas of the other two.

*To my knowledge?
DB/A has never provided
internal office admin
steps.*

Thus the administrative strangle-hold that had taxed the agency with over-emphasis on administration was broken. And the bottle-neck that led to the front office was replaced by three separate corridors, each of which was devoted to a principal phase of the agency's activities.

*? This comment is
not based on fact.*

Prior to reorganization, the six intelligence offices reporting to the Director included: (1) the Office of Operations, (2) the Office of Special Operations,

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both of them engaged in collection, (3) the Office of Policy Coordination, (4) the Office of Collection and Dissemination, (5) the Office of Scientific Intelligence, and (6) the sprawling catch-all Office of Reports and Estimates.

In addition, five administrative divisions funneled directly to him. They included: (1) an Administrative Staff for overt activities, (2) a Special Support Staff for covert functions, (3) the Office of General Counsel, (4) an Inspection and Security Staff including an audit division, and (5) a Medical Staff. Personnel, Budget, and Management were attached as staff appendages to the Executive's office.

With reorganization these offices were divided among the three Deputies on a functional pattern.

Consequently, the principal Deputy Director immediately picked up the old Office of Collection and Dissemination and the [?]~~new~~ Office of Scientific Intelligence. The unwieldy Office of Reports and Estimates was

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then split into two separate pieces. This resulted in the establishment of an Office of Research and Reports together with a brand new Office of National Estimates.

Meanwhile, there was also organized an Office of Current Intelligence to assimilate and publish the day-to-day production in addition to an Office of Intelligence Coordination, organized to help the agency fulfill its role as coordinator of the national intelligence system.

*OCI was inherited
functions from ORE
and encompassed the
functions previously
carried out by a separate
staff called the "Advis
Council."*

To the Deputy Director (Plans), the Director delegated responsibility for all three of the agency's covert shops. They included: (1) the Office of Operations, (2) the Office of Special Operations, and (3) the ambiguously named Office of Policy Coordination. As indicated before, the latter is a euphemism used to denote the agency's "cold war department."

Reorganization of the administrative structure under the Deputy for Administration resulted in an even more thorough-going overhaul. Personnel, Services, and Fiscal Chiefs were aligned directly in the new Deputy's chain of

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command. The Office of General Counsel and that of Inspection and Security were reestablished in this new organization as special staff sections under the Deputy. Meanwhile, management and audit were held in hand by the Deputy as advisory or ancillary staffs. To aid him in the direction of this new simplified housekeeping organization, the Deputy for Administration named two Assistant Deputies, one for general or over-all administration, another for covert undertakings. This division between overt and covert administration was all that remained of a parallel administrative structure that had existed prior to the reorganization.

It should be pointed out here that we returned to the general administrative organizational structure which was in effect prior to the split between overt & covert administration. This was forced as a result of the Dulles report & NSC 50. Reorganization in effect 1 Oct 1950 was never considered either desirable or necessary by senior agency officials charged with top management.

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